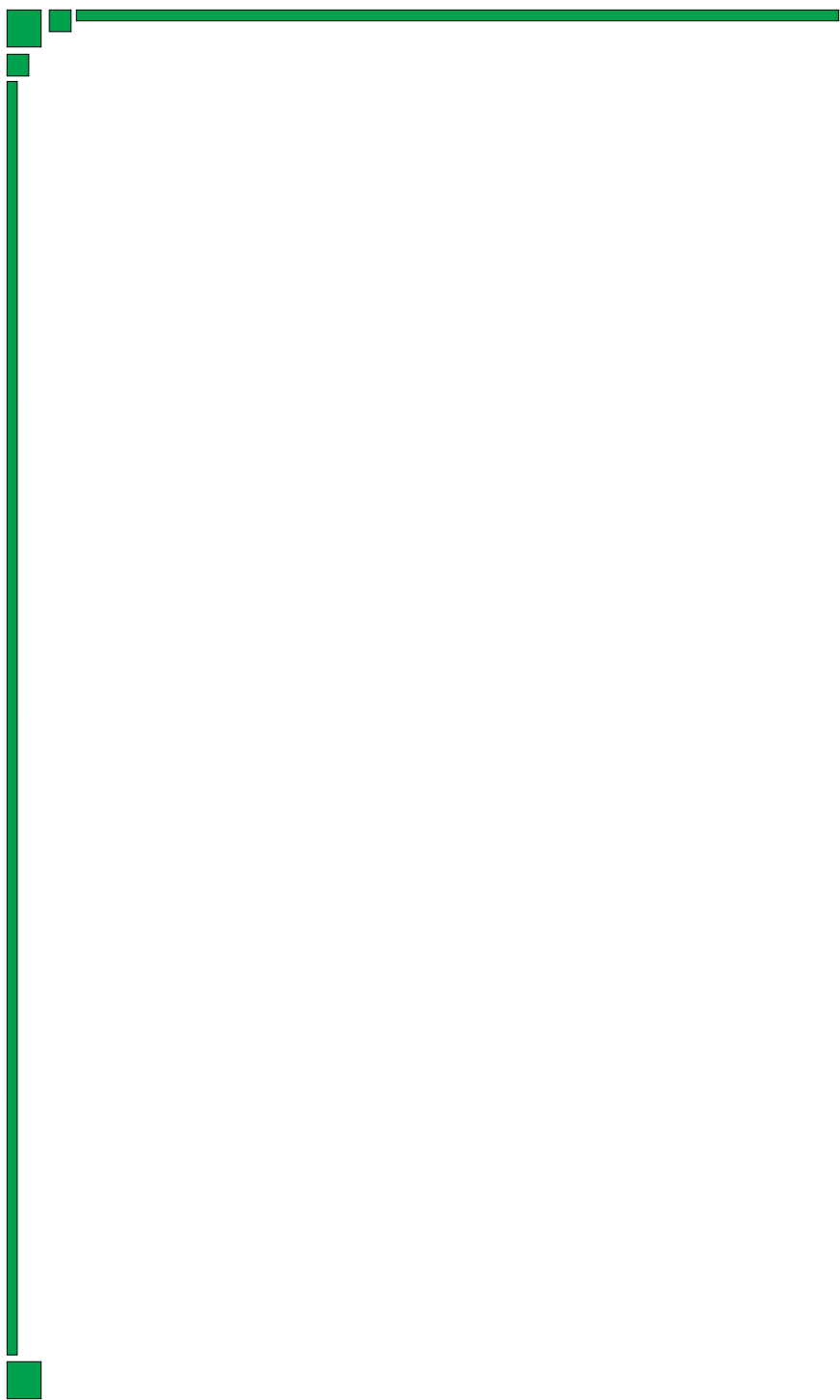
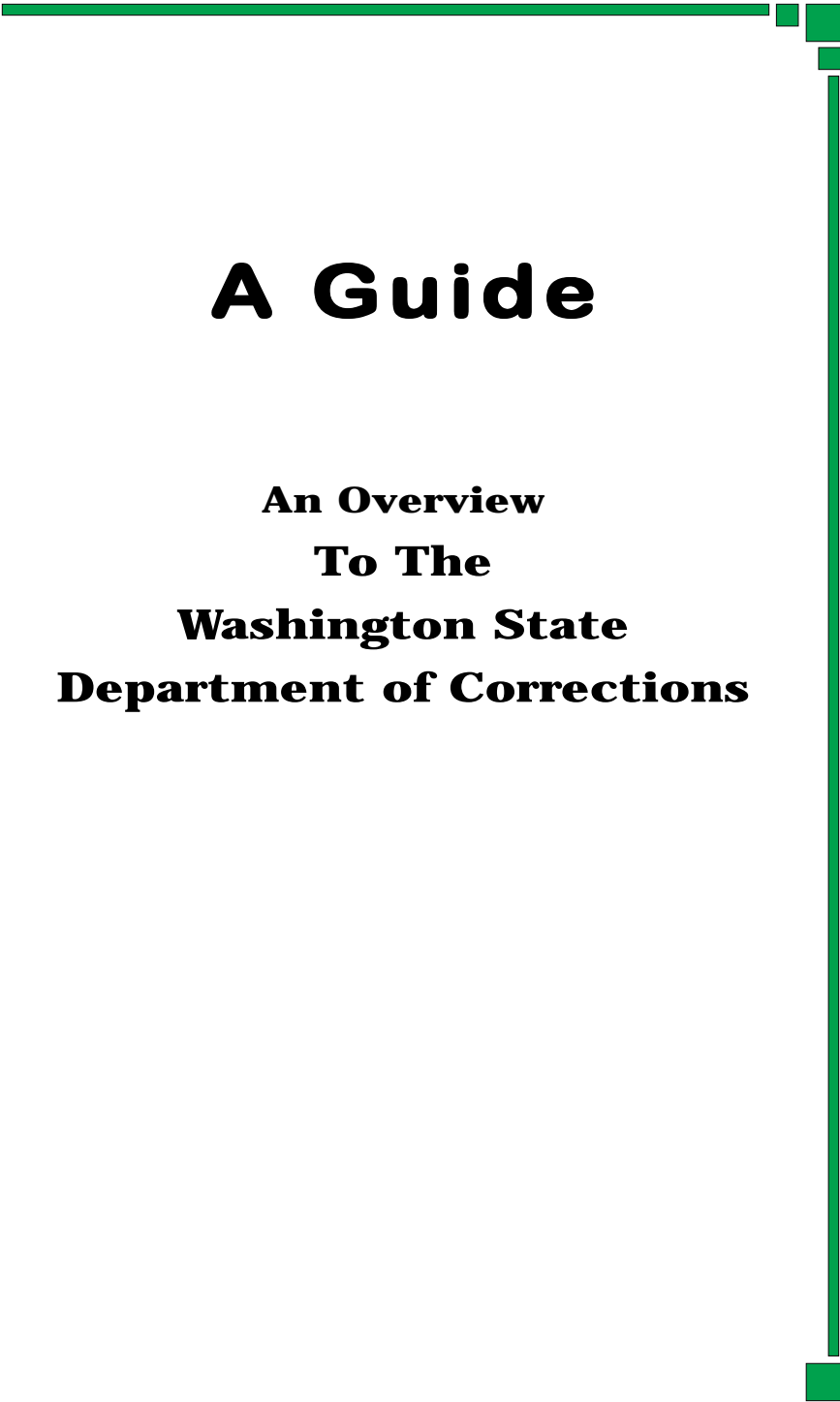




A Guide

**To The
Washington State
Department of
Corrections**





A Guide

**An Overview
To The
Washington State
Department of Corrections**

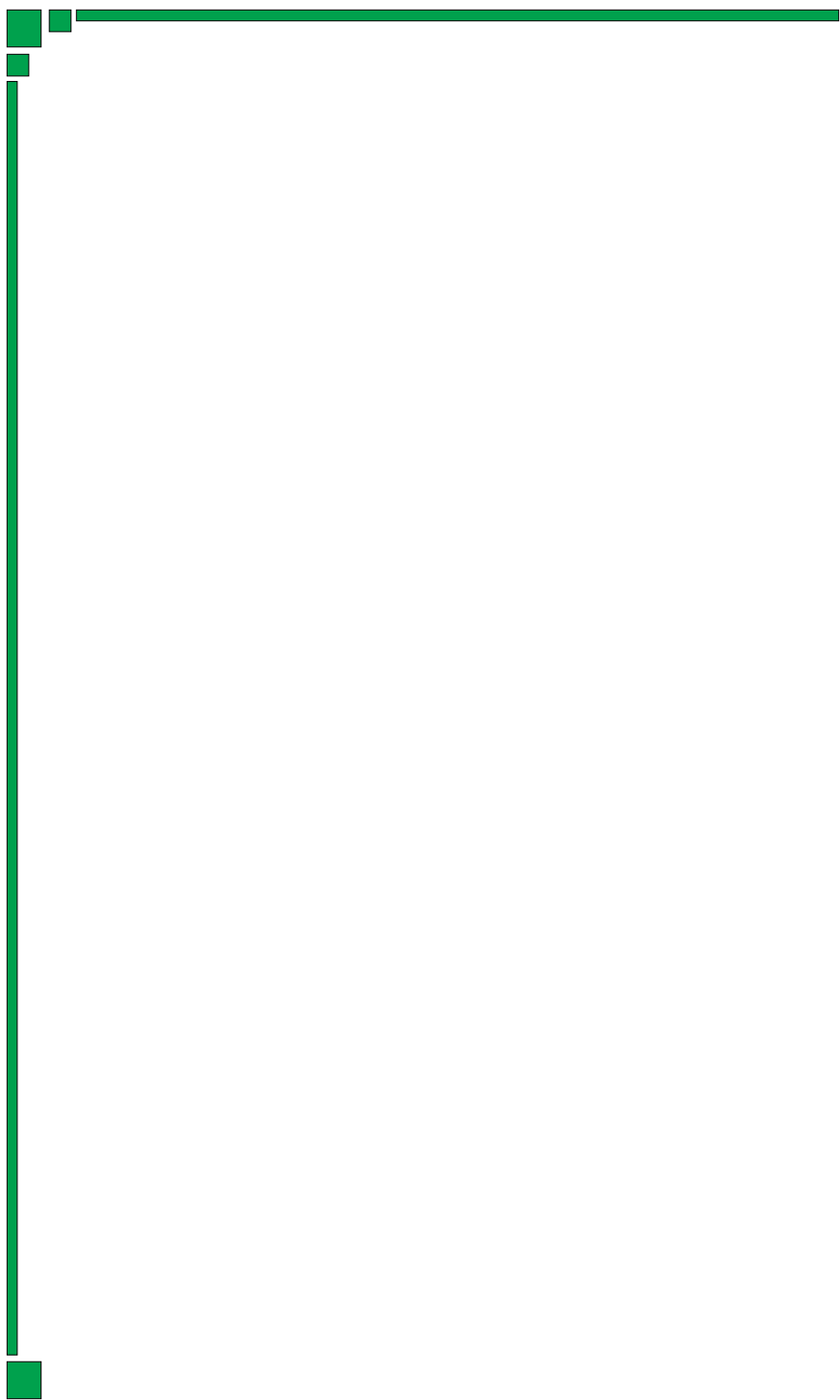
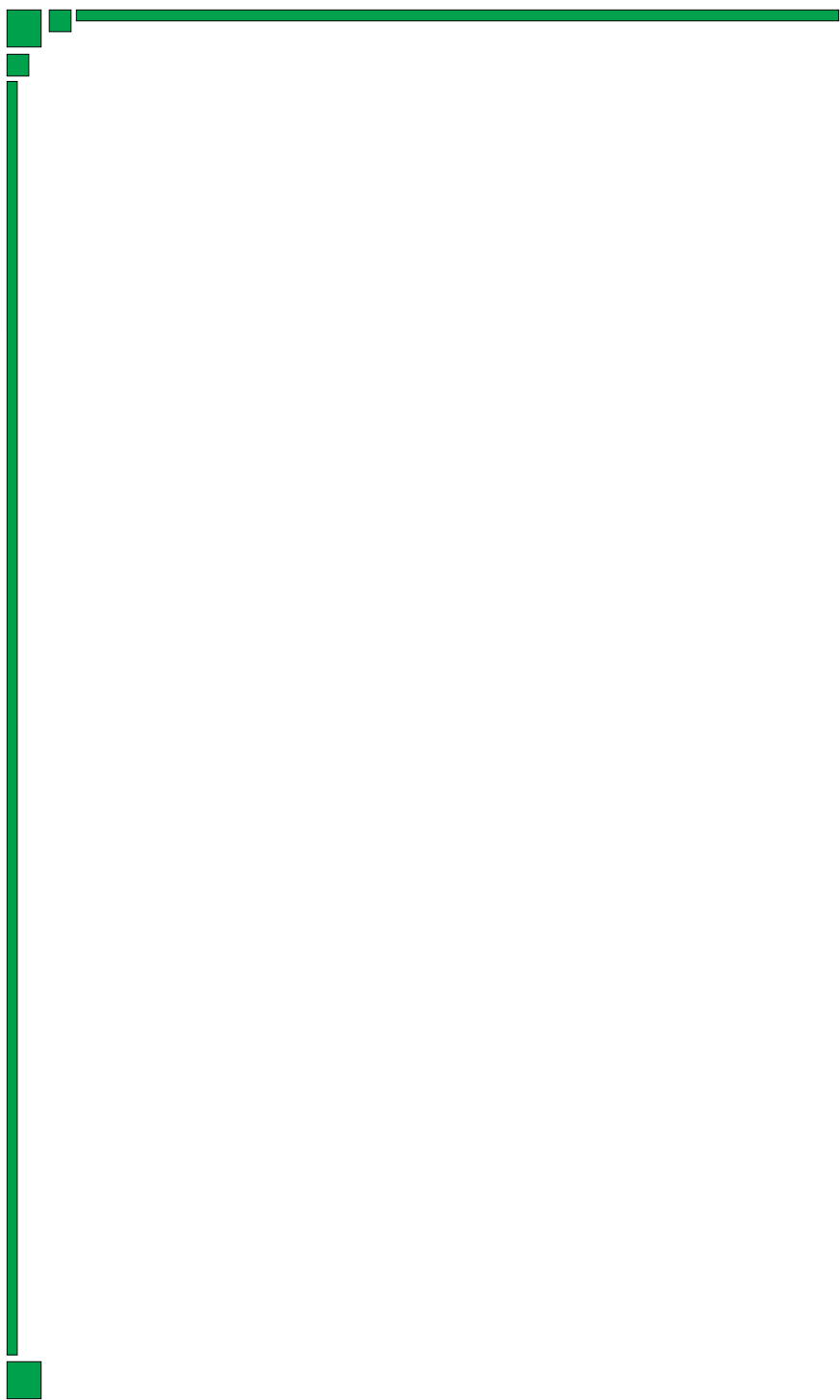


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Centerfold - Department of Corrections Facilities Map



DEPARTMENT OF CORRECTIONS MISSION STATEMENT

The Department, as a partner in the criminal justice system, enhances public safety, administers sanctions in accordance with the law, and provides leadership for the future of corrections in Washington.

DEPARTMENT GOALS

- Provide control and supervision consistent with the court's order and the offender's risk potential during the period the offender is under the Department's jurisdiction.
- Provide a safe and healthy environment in all Department facilities and work sites.
- Develop and implement coordinated programs that provide offenders the opportunity for positive change.
- Manage resources prudently and deliver quality services in a timely manner.
- Seek community involvement and develop partnerships on crime prevention and criminal justice issues.
- Acknowledge the interests of victims in the Department's management of offenders.
- Promote an effective, fair, and diverse organization through staff development and sound human resource policies.

AUTHORITY STATEMENT

The Department of Corrections was created in 1981 by the Washington State Legislature. The enabling legislation for the Department is contained in Chapter 72, Revised Code of Washington.

LEGAL AND CONSTITUTIONAL MANDATES

- The Constitution requires all correctional institutions provide humane conditions and adequate medical and mental health services.
- Constitutionally, offenders must be provided meaningful access to courts, which means access to a law library or legal services.
- Court orders mandating conditions of confinement add to the cost of corrections.

VALUES STATEMENT

STAFF AS OUR GREATEST ASSET

We are committed to the personal and professional development of our staff and actively seek staff involvement and a shared sense of commitment and service at all levels.

PROFESSIONALISM AND QUALITY OF SERVICE

As correctional professionals, we demonstrate our commitment through competency, accountability, and pride in work.

A SAFE, HEALTHY WORK ENVIRONMENT

We are committed to providing a safe and healthy environment for staff and offenders.

RESPECT FOR INDIVIDUALS

We recognize the diversity of individuals and their contributions, and we strive to treat all people—offenders, staff, and public—with dignity and understanding.

CLEAR, OPEN, HONEST COMMUNICATION

We encourage communication that promotes unity, productivity, and understanding.

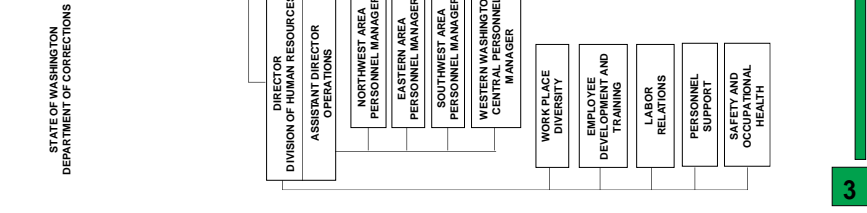
PEOPLE'S ABILITY TO GROW AND CHANGE

We acknowledge that people—offenders and staff—have the need and ability to grow and change, and we support their endeavors.

COMMUNITY INTERACTION

We encourage positive interaction with the community as we strive to promote public safety, community protection, and public understanding.

WHO WE ARE AND HOW WE ARE ORGANIZED



DEPARTMENT OF CORRECTIONS OVERVIEW

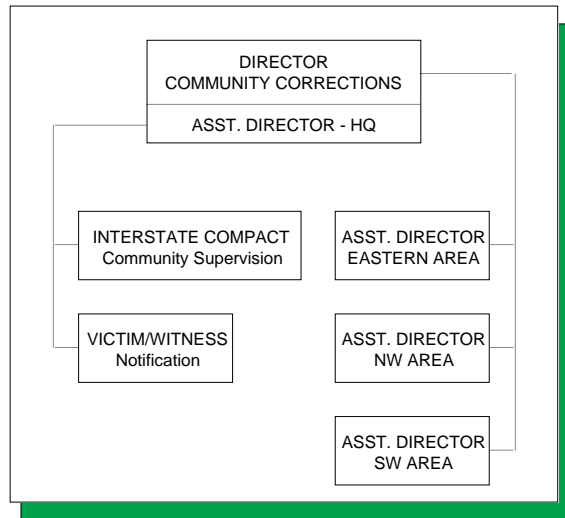
The Department of Corrections' Budget consists of the following five programs:

- **Institutional Services** is responsible for the continuing operation of departmental correctional facilities estimated to incarcerate over 11,200 offenders by the end of the 1995-97 biennium. Currently, the state operates 12 institutions. Each institution is obligated to provide a range of basic services to meet the needs of its offender population, including food service; health care; and educational, vocational, and work programs.
- **Community Corrections** is responsible for the operation of community-based programs. This includes community supervision, work training release, pre-release, victim and witness notification, legal financial obligations, partnerships, community services, electronic monitoring, and victim and offender awareness education.
- **Correctional Industries** is responsible for developing and implementing industry programs designed to offer offenders employment, work experience, and training and to reduce the tax burden of corrections. The products and services produced are purchased by state and local government and non-profit organizations.
- **Administration and Program Support** includes the Office of the Secretary, and the Divisions of Human Resources, Management and Budget, and Offender Programs:
 - **The Secretary, Department of Corrections**, is a cabinet-level position appointed by the Governor to administer state adult corrections facilities, community supervision programs, and correctional industries. The Secretary serves on the Advisory Council on Criminal Justice Services, the Washington State Criminal Justice Training Commission, the Sentencing Guidelines Commission, and the Correctional Industries Board, and is co-chair of the Washington State Law and Justice Advisory Council.
 - * **The Executive Assistant to the Secretary** is the office manager for the Secretary's Office, providing administrative support and office budget management. The Executive Assistant is a member of the agency Executive Staff, manages executive communications, and chairs the Executive Support Group.
 - * **The Administrative Assistant** performs office management and secretarial duties for the Office of the Secretary, with specific responsibility to the Assistant Director for Policy; coordinates responses to inquiries and correspondence from the Governor's Office and the Secretary; schedules facility tours; oversees annual Headquarters Support Staff Week activities; and develops and updates the agency Clerical Procedures Manual.
 - **The Assistant Attorney General (AAG) Division Chief** provides all legal counsel to the Department and administers a division of

attorneys who represent the Department and its personnel in all litigation matters. The AAG assists the Secretary and Executive Staff in legal aspects of policy formulation, program development, and implementation. The AAG is a member of the senior management team of the Office of the Attorney General, and is responsible for all Corrections Division management issues.

- **The Assistant Director for Policy** is responsible for the development and review of the agency's executive policies, is the local government coordinator regarding agency program expansion, and provides administrative oversight for new Department facility siting and expansion activities.
- **The Assistant to the Secretary for Federal Relations** provides liaison services between the Department and federal criminal justice initiatives including legislation, funding opportunities, and potential partnerships. The Assistant also serves as the coordinator with state and local governments.
- **The Assistant to the Secretary for Legislative and Constituent Affairs** coordinates and manages agency legislative issues and serves as a liaison with the legislature, state and local government agencies, and external special interest groups and organizations.
- **The Public Information Chief** administers Department media relations and public affairs initiatives, communicating agency philosophy and objectives to the general public and criminal justice stakeholders, publishes the agency newsletter, and serves as the liaison with the media. The Public Information Chief serves as the Department spokesperson in crisis situations.
- **The Division of Human Resources** provides agency leadership in administration of a comprehensive human resource program which promotes diversity, safety, fairness, professional growth, and performance excellence.
- **The Division of Management and Budget** coordinates agency efficiency in the areas of accounting, administrative services, budget, capital programs, contracts, engineering and risk management, information services, planning and research, and regulations.
- **The Division of Offender Programs** is responsible for the development, implementation, and monitoring of offender classification, education, grievance, recreation, religious, and transportation programs and services.
- **Interagency Service** includes funding for services provided to the Department by the following state agencies: risk management through the Department of General Administration, the Office of the Secretary of State for archives management, the Office of the State Auditor, the Office of Minority and Women's Business Enterprises, the Office of the Attorney General, and other Department of General Administration activities such as facilities, services and consolidated mail.

THE DIVISION OF COMMUNITY CORRECTIONS



Two major goals of the Division of Community Corrections (DCC) are protection of the community through monitoring offender behavior and directing offenders toward acceptable life-styles through involvement in community-based rehabilitative programs.

DCC is responsible for the following programs: Community Supervision (including Community Placement), Work/Training Release, Pre-Release, Interstate Compact, and Victim/Witness Notification. These programs manage felony offenders within local communities.

Community Supervision

DCC operates 84 field offices/units which serve 39 counties of Washington State. There are 1,153 staff. Of these, 539 are community corrections officers (CCO).

Approximately 80 percent of the offender population has substance abuse problems, and 30 percent have mental health problems. Specialized programs are offered to assist offenders with their needs through the use of community resources such as employment, housing, mental health, and chemical dependency services.

DCC supervises more offenders in the state of Washington than can be seated in the Seattle Kingdome.

Offenders are supervised in one of five levels, depending on the sentence requirements imposed by the court. Level One is for Community Placement offenders who receive supervision following completion of

a determinate prison sentence, certain sex offenders, and drug offenders. Level Two is for offenders sentenced to Community Supervision who have crime-related prohibitions. Level Three is for offenders sentenced to Community Supervision without crime-related prohibitions and

CCOs provide direct service to offenders on their caseloads through Moral Reconciliation Therapy, victim awareness education, offender support groups, and community issue forums.

offenders sentenced under indeterminate sentencing laws. Levels One, Two, and Three are primarily field-based supervision levels involving CCO contact with the offender in the office, at home, or elsewhere in the community.

Level Four is for offenders who have sentences which only require mail-in contact. Level Five is primarily for those offenders who **only** have financial obligations remaining as a sentence requirement. Level Five offenders report in by phone.

Classification of offenders in the first two levels of supervision is based on the offender's criminal history and compliance with sentence requirements. Classification of Level Three is performance-based in

meeting sentence requirements. There is no classification of offenders in Levels Four or Five.

The Sentencing Reform Act (SRA) has had a major impact on the manner in which DCC supervises offenders. Only offenders sentenced to less than one year of confinement or who receive a Community Placement sentence requiring supervision after incarceration may receive Community Supervision, during which time "crime-related prohibitions" may be imposed. Only offenders receiving sentences as a first-time offender, special drug offender, exceptional sentence, or the special sex offender sentencing option may be ordered to complete "affirmative requirements" for treatment, employment, or law-abiding behavior for up to 24 months.

Approximately 40 percent of offenders released from confinement by DOC are released from a work or pre-release facility.

The use of Community Service has dramatically increased since 1984. The SRA allows up to 30 days of confinement in county jails to be converted to Community Service hours. Community Service can also be ordered as a special sentencing requirement for first-time offenders, under the special sex offender option, and during Community Placement.

Work/Training Release and Pre-Release

DCC offers a partial confinement program to offenders through 16 work/training release facilities throughout the state. The purpose of work/training release is to provide a structured environment in which the offender can reintegrate into the community. Most offenders in work/training release are inmates transitioning from total confinement to the community.

CCOs are responsible for the collection of legal financial obligations (LFOs) ordered by the court. In 1995, over \$10,000,000 in LFOs were paid by offenders.

While in work release, offenders are expected to contribute to their room and board costs at the rate of \$12.50 per day.

Work release offenders are released to the community for employment, job seeking, education, training, treatment, social outings (in the company of a responsible sponsor), or other approved activities. These releasees are closely supervised by work release staff. Work release facilities offer graduated programming which allows the offender increased periods of release to the community based on re-

sponsible behavior. The average stay in work release is four months.

The Division of Community Corrections offers special programming for the mentally ill and developmentally disabled in work release. Lincoln Park Work Release offers services to the mentally ill and Rap House provides services for the developmentally disabled.

Pre-release facilities provide a preparation period between prison and work/training release.

DCC operates two pre-release facilities—one in Medical Lake in Eastern Washington, and one in Tacoma in Western Washington.

In pre-release, offenders receive vocational training, job seeking assistance, life skills training, stress management, anger management, substance abuse treatment, and other services. Offenders may remain in pre-release up to 12 months and may transfer to work release or be released directly into the community.

Legal Financial Obligations (LFO)

Every felony offender sentenced within the state of Washington is required to pay at least one court-ordered legal financial obligation—the crime victim's compensation fee. Some additional LFOs that may be ordered include court costs, restitution, court-appointed attorney fees, a fine, and a county or inter-local drug fund assessment. The law provides for an offender to be monitored for the payment of monetary obli

gations by the DOC for up to ten years after the last date of confinement **or** the date the sentence was entered (whichever is most recent). Monetary obligations, except restitution and the crime victim penalty assessment, can be converted to Community Service hours by the court. The calculation into hours is based on the state minimum wage rate.

DOC staff are responsible for the monitoring of all court-ordered LFOs. Inmates have a percentage of their income automatically deducted for payment of LFOs. Offenders supervised in the community are billed each month for payment of their LFOs and may have administrative wage assignments or other income withholding tools imposed if they should fall behind in meeting their minimum monthly payment requirements.

Offenders sentenced in Washington State and supervised by DOC in the community are required to pay supervision fees. Some of the money collected through the assessment of supervision fees is used to pay for the costs associated with collecting LFOs.

Under the SRA, all offenders can be supervised up to ten years for the purpose of collecting monetary obligations.

Victim/Witness Notification Program

The Victim/Witness Notification Program provides notification to the victims and witnesses of violent, sex, serious drug, and felony harassment crimes upon the release of the offender to the community. In order to participate in the program, the victim or witness must have been involved with a crime and must request participation by completing a registration card. Participation in the program is not automatic and requires the victim/witness to request enrollment. Approximately 35 percent of eligible witnesses and victims enroll.

Persons who elect to participate in the Victim/Witness Notification Program will be notified of the following activities of the offender:

- furlough;
- parole or completion of SRA prison sentence;
- transfer from prison to a work release facility;
- community placement;
- escape from prison or work release; and
- recapture after escape.

The Program's main objective is to attempt to alleviate the high level of emotional stress suffered by victims and witnesses and to alert them of the offender's release back into the community.

In addition to notification, the program provides crisis intervention, referrals to resources for victims, and educates victim groups on the role of DOC within the criminal justice system.

Community Placement

The Sentencing Reform Act of 1984 abolished supervision of felony offenders following their release from prison. The Community Placement statute, passed in the 1988 Legislative session, provides post-prison supervision and monitoring of high-risk offenders and those who are likely to repeat their crimes. The group of offenders subject to Community Placement includes: sex offenders, serious violent offenders, of-

CCOs contact offenders' homes, places of employment, and other community locations to monitor compliance with conditions of supervision and to provide services.

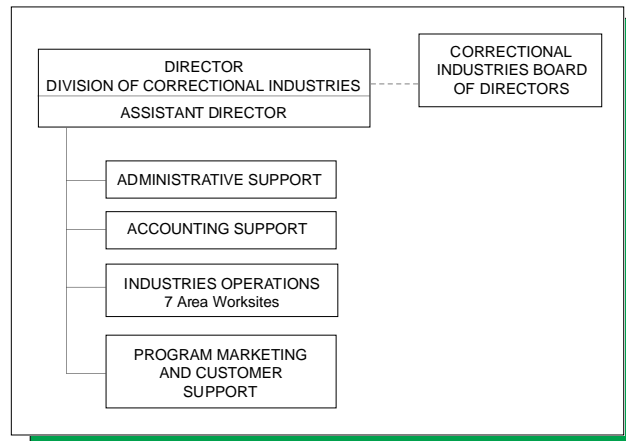
fenders convicted of assault second degree, any offender who commits a crime against a person where there is a special finding of fact that the offender or an accomplice was armed with a deadly weapon at the time the crime was committed, or any offender convicted of a drug offense under Chapter 69.00 of the Revised Code of Washington, which commits the offender to prison.

Community Placement is designed to intensely monitor offenders for a specific period of time (one or two years depending on the type of crime and when the

crime was committed) in the community after their release from prison.

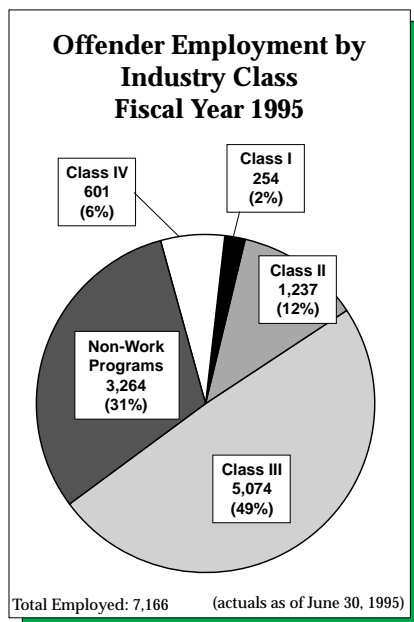
The primary focus of the Community Placement Program is the monitoring of offenders' behavior, with the secondary emphasis on assisting the offender in establishing constructive use of his/her time while in the community. The supervision plan may include specific referrals to community agencies for the purpose of assisting the offender in developing a crime-free life-style.

DIVISION OF CORRECTIONAL INDUSTRIES



MISSION STATEMENT

As a business, the Division of Correctional Industries (CI) is committed to maintain and expand offender work training programs which develop marketable job skills, instill and promote a positive work ethic among offender workers, and reduce the tax burden of corrections.



Class I - Private Sector Partnerships

The Class I Program allows private sector companies to set up their businesses within state correctional facilities. The company provides management, on-site supervision, on-the-job training, and all machinery and equipment. Private industry staff interview and hire offenders at wages comparable to those in the community. Offender employees pay taxes and contribute a portion of their wages to the cost of incarceration, the victims' compensation fund, legal financial obligation payments, and a mandatory savings account which becomes available to the offender upon release. DOC provides industrial space, vocational training, a CI representative to coordinate the program, and custody supervision according to the needs of the institution and the employer.

Class II - Tax Reduction Industries

Class II industries are businesses owned and operated by the state. They produce goods and services for tax-supported and non-profit organizations. The programs provide job training and work experience for offenders. Class II manufacturing and service operations generate funds from the sale of their goods and services to support their activities.

Minimum security offenders may also work in communities providing services at a reduced cost. Public and non-profit agencies may hire an offender under this program to work on-site at their location, providing work supervision and paying up to minimum wage. These programs are managed by institution staff with overall program guidance provided by Correctional Industries.

Class III - Institution Support Services

Class III industries provide a substantial amount of programming while providing services at reduced costs to customers. Class III offender workers contribute to the costs of their incarceration, have a mandatory savings account, and pay their legal financial obligations and the victims' compensation fund.

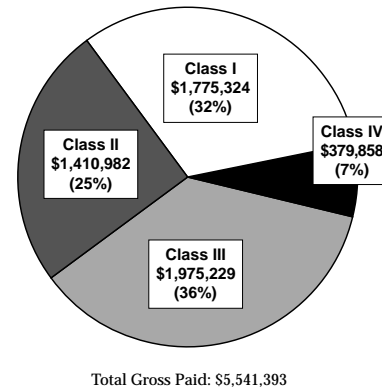
Class IV - Community Work Industries

Community Work Industries are primarily supervised by DOC personnel at work release facilities, camps, and at Pine Lodge Pre-Release; CI headquarters staff monitor program reporting requirements. The Class IV program is designed and managed to provide service to the offender's resident community at a reduced cost. Public and non-profit agencies may hire a Class IV offender to work on-site at their location. A unit of local government provides work supervision and pays offender wages to a maximum of the minimum wage. DOC reimburses the employer for liability and workers' compensation insurance.

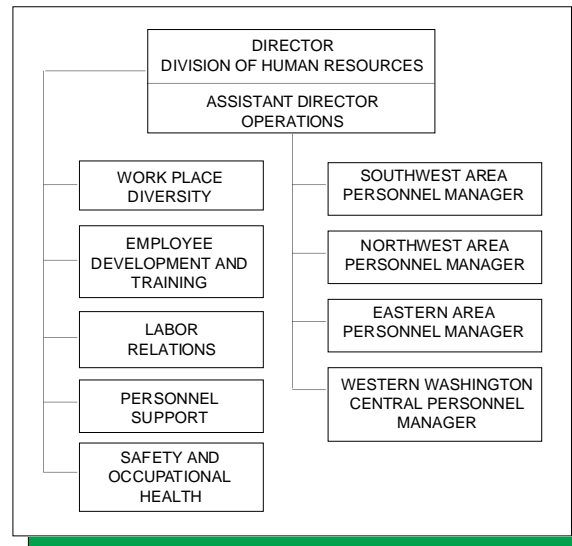
Class V - Community Service Program

The Community Service Program, mandated by the Sentencing Reform Act of 1981 allows for alternatives to confinement for non-violent offenders. Among these alternatives, judges may direct offenders to perform work, without compensation, for the benefit of the community. This work may be done through a program administered by Washington State, a unit of local government, or by a non-profit agency.

**Offender Wages & Gratuities
Paid - Fiscal Year 1995**



DIVISION OF HUMAN RESOURCES



The purpose of the Division of Human Resources (DHR) is to provide leadership for a comprehensive human resource program which promotes diversity, safety, fairness, professional growth, and performance excellence. DHR is responsible for all programs related to employees, including training, affirmative action, career counseling, collective bargaining contracts, compensation plans, work force planning, and safety and occupational health. The Division has staff located throughout the state in institutions, area offices, and facilities. Four area personnel managers are responsible for the Division's field

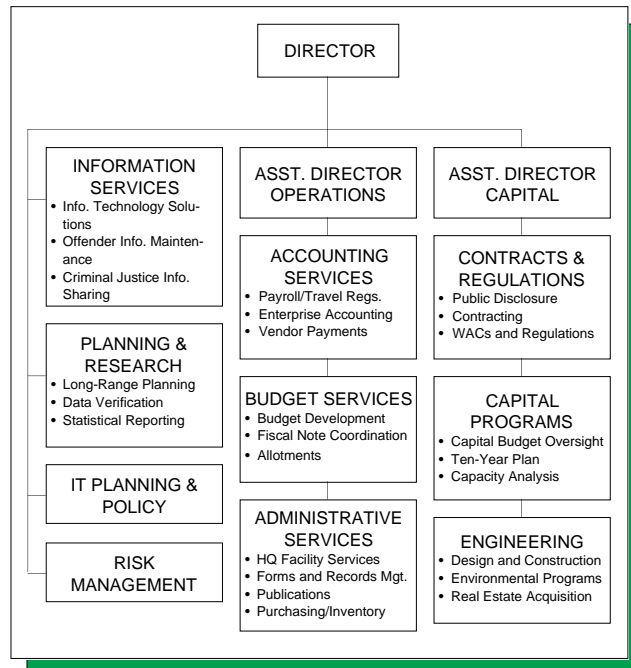
operations. Each manager covers a different geographic area of the state and supervises numerous personnel office staff who serve the needs of all DOC employees agency-wide.

DOC personnel administer more than 1,000 policies and procedures ranging from emergency response management to exceptional employee-citizen recognitions.

They also serve on more than 200 state-wide community/government/professional advisory councils, policy groups, task forces, or committees.

There are five sections in the administrative headquarters of the Division that perform program management functions necessary for effective human resource management within the Department. These sections include Personnel Support, Employee Development and Training, Safety and Occupational Health, Work Place Diversity, and Labor Relations.

DIVISION OF MANAGEMENT AND BUDGET



The mission of the Division of Management and Budget (DMB) is to enhance the efficiency and effectiveness of the Department through performing and coordinating administrative functions in the areas of budget, accounting, contracts and regulations, information services, administrative services, planning and research, capital programs, engineering, and risk management. The Division also serves in a liaison role with other administrative and regulatory agencies of federal, state, and local government.

Administrative Services

Administrative Services is responsible for publications; forms development and management; procurement of supplies, materials, and equipment; janitorial, credit card, and parking contracts; and the mailroom, supply room, and warehousing operations for Headquarters. It is also responsible for the Department's vehicle fleet and for agency inventory management of fixed assets and consumable goods. It maintains liaison with the Department of General Administration, the Secretary of State's Archives Division, the Department of Printing, the Office of Financial Management, and vendors.

Information Services

This section is responsible for assuring assistance is available throughout the agency in areas related to information technology, for maintaining the Department's offender based tracking system, and for the Department's data and telecommunications network. Staff assistance is provided Department-wide on all matters concerning information systems including recommendations for and acquisition of data processing and word processing equipment. Liaison is also maintained with other members of the criminal justice community to enhance the collection and flow of criminal justice information.

Planning and Research

Planning and Research coordinates the planning and research function for the Department, providing accurate and timely information for management decision making. This section provides technical assistance to agency managers in long-range operational planning, forecasting projects, and short-term special studies.

Contracts, Engineering, and Capital Programs (CECP) "TEAM"

CECP is responsible for contracting services, budget and facility planning, financial and business management services, siting, and management of engineering and construction.

TEAM, Teamwork for Efficiency and Achievement, is a Department of Corrections/Department of General Administration integrated staff program assigned specifically for the Department's expedited Capital Construction Program.

There are three sections:

- Capital Programs - Responsible for planning, budgeting, and implementing the Capital budget. Activities include developing DOC's ten-year Capital plan; budget plans; financial management systems and automation support; capital budget oversight and payments; capacity analysis; certificates of deposit, special actions, and policy issues.
- The Office of Contracts and Regulations (OCR) is responsible for administering the contracting function and ensuring compliance with both statute and administrative rules. Activities include contracting, administrative regulations, impact review, and public disclosure. OCR supports DOC program staff in securing contract services and the promulgation of administrative rules; responds to disclosure requests through uniform procedures to ensure program, fiscal, and legal accountability; and oversees DOC contracts and the administration of contract policies, procedures, regulations, and impact funding.

- Engineering - Responsible for managing engineering and construction, providing business services, master planning, and environmental services. Engineering provides public work implementation; project management for the Department's statewide capital facilities construction; maintenance and repair programs; engineering services; facility planning; leasing support; real estate acquisition; management to the Capital Asset Management System; highest and best use programming; capital investment analysis; and environmental services.

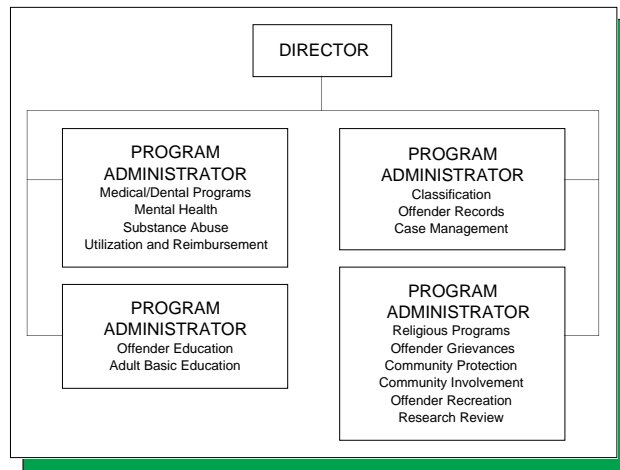
Accounting Services

Accounting Services is responsible for the overall operation of the agency's accounting systems; preparation of routine and special reports; payroll for Headquarters and Correctional Industries; special funds management (federal grants, trust funds, tort claims, impact funds); develops and advises the agency on accounting procedures; and reconciles accounting data between systems, institutions, and Headquarters.

Budget Office

The Budget Office provides analysis, review, and advice regarding all agency financial activities; analyzes, reviews, and summarizes the agency impact of proposed legislative changes; develops implementation plans and budgets for new and revised agency programs; develops, monitors, and analyzes agency, Governor, and all legislative budget proposals.

DIVISION OF OFFENDER PROGRAMS



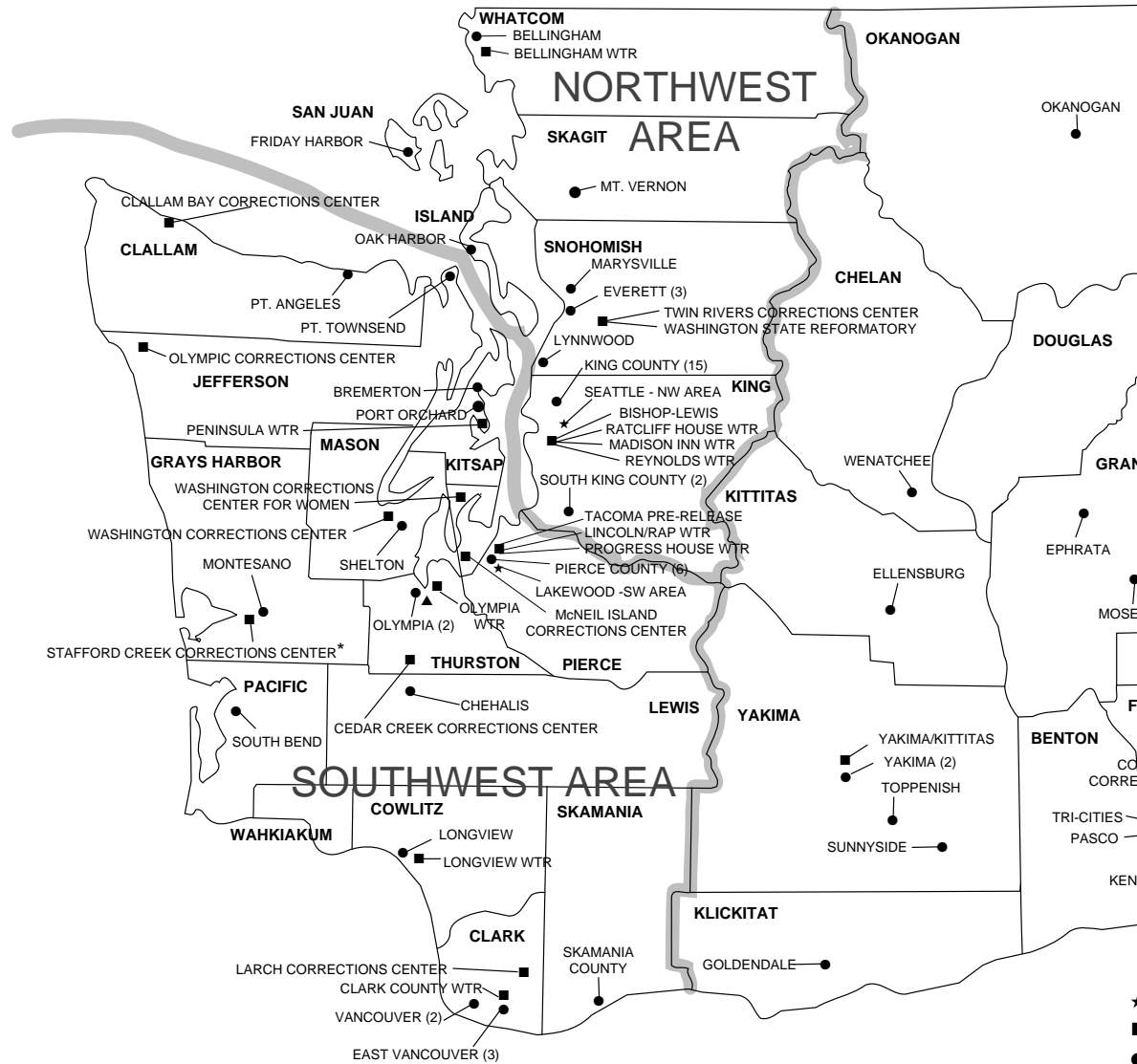
The Division of Offender Programs is responsible for assisting in the identification, development, implementation, and monitoring of services primarily, but not limited to, the Divisions of Prisons and Community Corrections in the following areas:

- Medical/Dental Services
- Mental Health
- Substance Abuse Treatment
- Health Services Utilization and Reimbursement
- Classification and Case Management
- Offender Records
- Offender Education Programs
- Offender Religious Programs
- Offender Grievances
- Community Protection
- Community Involvement
- Offender Recreation
- Research Review

From July 1995 to May 1996, 5,685 offenders were screened for chemical dependency. Of that number 3,879 were identified as being chemically dependent and 1,475 have been admitted to treatment.

The Division provides direct services, coordination, and technical assistance to law enforcement and other state agencies and other units within the Department when programs and activities cross divisional lines.

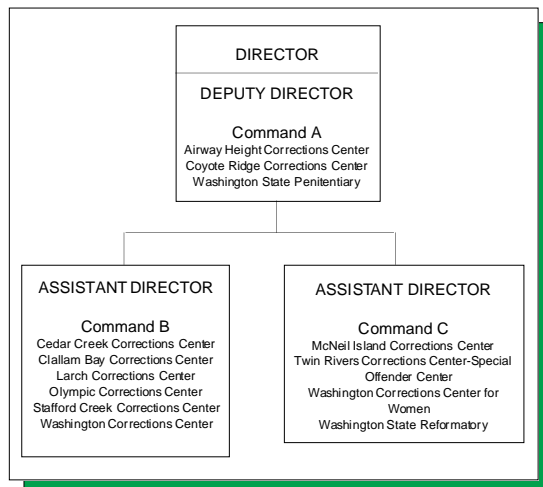
DEPARTMENT OF CORRECTIONS



* NEW 1,936 FACILITY SITE.



DIVISION OF PRISONS



The Division of Prisons has 12 facilities housing inmates in minimum to maximum custody designations. This division shares the general goals of the Department in ensuring public safety, administering sanctions consistent with the law and providing offenders opportunities for positive change. More specifically, the Division of Prisons ensures that every effort is made to avoid offender idleness, foster work ethics, and provide opportunities for self-improvement and tangible rewards for accomplishments; to prudently manage resources, restitution, and system accountability to the citizens; and to adopt appropriate standards.

The careful selection and professional training of staff, as well as the effective use of a large pool of volunteers from the community, are critical to the management of each of the correctional facilities.

Offenders are afforded access to the courts through private

Most Offenders Do Not Return

More than 80 percent of the offenders released from confinement in DOC facilities do not return to prison as the result of a new crime conviction. Follow-up studies of 11,090 offenders released between 1985 and 1988 indicate only 20 percent returned within two years. Property offenders returned at a higher rate than any other category.

providers who contract with the Department. Three major institutions have inpatient hospitals. Other facilities have on-site medical staff who treat minor problems and assess the need for outside referral. Medical problems that are beyond the capability of major institutions are treated in the community.

MAJOR (SECURITY LEVELS III THROUGH V) INSTITUTIONS

Corrections centers which primarily house maximum, close, and medium custody offenders are referred to as major institutions. They are the Washington State Penitentiary, Washington State Reformatory,

The prison population is projected to exceed current capacity by more than 2,600 inmates by the year 2000.

Washington Corrections Center for Women, and Airway Heights, McNeil Island, Twin Rivers, Clallam Bay, and Washington Corrections Centers. All male offenders are initially classified at the Washington Corrections Center-Reception Center; all female offenders are classified at the Washington Corrections Center for Women. After classification, offenders may be transferred to another correctional facility to serve their sentences. The only exceptions are death sentence offenders

who go directly to the State Penitentiary, and juvenile offenders who are remanded to adult status but whose fragility necessitates initial housing in a juvenile facility.

Grays Harbor County has been selected for the proposed 1936-bed multi-custody correctional facility. The Governor's 1995-97 budget request includes \$19 million for the design and site work for the facility. Construction is scheduled for the 1997-99 biennium.

Between the years 1984 and 1993, 83 percent of state prison population growth was the result of longer sentences for selected crimes. Since 1991 the largest increases in growth have been for offenders sentenced for drug crimes and violent offenses.

Sex offender and mental health treatment is based at Twin Rivers Corrections Center as it is one of the division's two inpatient mental health treatment facilities (formerly called the Special Offender Center). The other inpatient mental health treatment program is located at McNeil Island Corrections Center. Satellite mental health programs are also available at selected major facilities. Mental health services and, on a limited basis, sex offender treatment are available for women offenders at the Washington Corrections Center for Women. Offenders who present severe

behavior problems in the general population reside in intensive management units at the Washington Corrections Center, the Washington State Penitentiary, and Clallam Bay Corrections Center.

Major institutions emphasize education, vocational training, work assignments, and employment with a private industry operating within the correctional facility. All offenders are encouraged to work or to participate in an educational or vocational program. Offenders may participate in English as a Second Language; anger and stress management; chemical dependency, mental health, religious, and recreation programs; and various civic organizations.

MINIMUM (SECURITY LEVEL II) INSTITUTIONS

A male offender in a major institution typically progresses to a minimum institution when his behavior and release date warrant a "promotion." The focus of minor institutions is to further develop work ethics through forestry management and other work programs for those offenders who qualify for minimum custody. There are four minimum institutions: Cedar Creek, Coyote Ridge, Larch, and Olympic Corrections Centers. There are also farm operations at the Wash-

ington State Reformatory, McNeil Island Corrections Center, and the Washington State Penitentiary. The emphasis is on beef and dairy products as well as the maintenance of that portion of McNeil Island which is under the jurisdiction of the Department. The Department contracts with the Department of Natural Resources to provide work crews to assist with fighting forest fires, tree planting, and park maintenance.

Basic education, chemical dependency treatment, religious, and recreation programs are also emphasized.

Generally an offender in a minimum institution progresses to a community-based pre-release or work release facility within the Division of Community Corrections before final release into the community.

Similar opportunities are available to female offenders through the WCCW Minimum Security Unit; and pre-release and work release facilities.

During the 1993-1995 Biennium, 485 individuals successfully completed the Correctional Officers Training Academy. During that same period of time, DOC personnel participated in more than one-half million (582,583) hours of in-service training.

DIVISION OF PRISONS' INSTITUTIONS AND DESCRIPTIONS

AIRWAY HEIGHTS CORRECTIONS CENTER

11919 West Sprague Avenue
Post Office Box 1899
Airway Heights, WA 99001 - 1899
509/244-6700

Capacity: 1,936 men
Medium Security: 1,536
Minimum Security: 400

Facility Description:

Airway Heights Corrections Center, a 400-bed minimum unit, is of wood-frame construction and is enclosed by a 12-foot perimeter fence. A few yards to the east is the 1,536-bed medium unit with an outlying support building to the south on an 168-acre site.

Work Experience:

Work assignments are an important program element at Airway Heights and include janitorial, bindery, Correctional Industries' food factory, food services, maintenance, laundry, motor pool, recreation, clerical, library, the Department of Natural Resources' programs, community work crews, and on-site grounds keeping. Educational/vocational programs are provided by the Spokane Community College, Department of Extended Learning Center.

CEDAR CREEK CORRECTIONS CENTER

1 Bordeaux Road
Post Office Box 37
Littlerock, WA 98556
360/753-7278

Capacity: 246 men

Facility Description:

Cedar Creek Corrections Center has three separate living units that are located one-quarter mile apart. Prior to 1993, Cedar Creek was a co-ed facility.

Work Experience:

A minimum of 130 offenders per day work in Department of Natural Resources' programs. Twenty-seven inmates per day work on Correctional Industries' crews providing services such as asbestos abatement, removal of underground storage tanks, panel assembly, and general labor. The remainder of the population provides facility support services including culinary arts, food service, janitorial, building construction and maintenance, grounds maintenance, recreation, and school aides.

CLALLAM BAY CORRECTIONS CENTER

1830 Eagle Crest Way
Clallam Bay, WA 98326-9723
360/963-2000

Capacity: 858 men
Main Institution: 396
Medium Facility: 400
Maximum Facility: 62

Facility Description:

Clallam Bay Corrections Center consists of four close custody units, four medium units, and one Intensive Management Unit.

Education and Work Experience:

Peninsula College provides on-site educational and vocational training opportunities. Correctional Industries' programs include office chair manufacturing, data entry, and telemarketing projects for the Departments of Licensing, Ecology, Parks and Recreation, and Employment Security.

COYOTE RIDGE CORRECTIONS CENTER

1301 N. Ephrata
Post Office Box 769
Connell, WA 99326-0769
509/545-2328

Capacity: 400 men

Facility Description:

Coyote Ridge Corrections Center is situated on a 40-acre site, and is designed as a minimum custody facility with two separate living units to house 200 men per unit. The living units are divided into three sections of two-person rooms and five sections of dormitory beds.

Work Experience:

Approximately 230 offenders are assigned to Class III Industries which is devoted to janitorial, landscaping/grounds keeping, maintenance, food service, and special project duties. It is expected that 100 of the offenders will be employed in supervised off-site projects for non-profit organizations and public agencies.

Correctional Industries employs 40 offenders on site. Work programs include textile flat goods (sheets, pillow cases, towels, wash cloths, etc.), knitting machines which make tube socks, and a metal fabrication shop that makes and assembles file cabinets. Other proposals for Coyote Ridge are furniture restoration, plastics manufacturing, and the possible siting of a dairy farm.

Education Programs:

Vocational, general education development, English as a Second Language, and life skills programs are contracted with Columbia Basin College.

LARCH CORRECTIONS CENTER

15314 NE Dole Valley Road
Yacolt, WA 98675-9531
360/260-6300

Capacity: 134 men

Facility Description:

Larch Corrections Center is situated on approximately 40 acres in a relatively remote area, and is accessed by unpaved forest roads. Housing includes four dormitories, accommodating 32 offenders in each; 14 two-person rooms used by offenders having unusual job assignments schedules; and a single, large room housing eight offenders.

Work Experience:

Approximately 65 offenders at Larch are assigned to 40-hour work weeks involving general forest management under the supervision of the Department of Natural Resources. The majority of the offenders who work for Natural Resources earn an average of \$40 per month. The other offenders are assigned to education or chemical dependency programs, and institutional job assignments such as maintenance, kitchen work and janitorial services. These offenders are all paid a pro-rated daily rate and receive up to \$30 per month.

MCNEIL ISLAND CORRECTIONS CENTER

1403 Commercial Street
Post Office Box 88900
Steilacoom, WA 98388-0900
206/588-5281

Capacity: 1,534
Main Institution: 1,249 men
Work Ethic Camp: 100 men; 35 women
Annex: 150 men

Facility Description:

The McNeil Island Corrections Center is reached by a 20-minute ride in one of the institution's passenger vessels. The island consists of approximately 4,413 acres with 12 miles of shoreline. The Main Institution is located on approximately 89 acres and is within walking distance of the island passenger dock. The minimum custody Annex, sited on approximately 85 acres, is located within two miles of the Main Institution and houses the Work Ethic Camp (WEC) Program.

As with several other correctional facilities, McNeil underwent a major renovation and expansion. Construction included five 256-bed medium-custody living units and a new 129-bed segregation unit. Also, a new inmate services building containing education, recreation, and medical/mental health services, and a new vocational education building were constructed. Significant improvements were made to perimeter security and other support functions.

Work Experience:

McNeil, a work-oriented institution, has 174 Class II Correctional Industries positions and an additional 6,587 jobs throughout the institu

tion and Island. Work assignments include food service, maintenance, fire crew, barbers, recreation aides, teacher's aides, library assistants, laundry workers, clerks, janitors, carpenters, painters, welders, plumbers, electricians, and steamfitters.

OLYMPIC CORRECTIONS CENTER

11235 Hoh Mainline
Forks, WA 98331
360/374-6181

Capacity: 340 men

Facility Description:

Olympic Corrections Center has three living units located approximately one-quarter mile apart.

Work Experience:

Almost half of the offenders at this facility are involved in full-time work with the Department of Natural Resources. Other work programs include kitchen, janitorial, camp maintenance, litter pick-up, and waste treatment operator. Educational programs are provided by Peninsula College.

TWIN RIVERS CORRECTIONS CENTER

16920 - 16th SE
Post Office Box 888
Monroe, WA 98272-0888
360/794-2400

Capacity: 915 men
Main Institution: 816 men
Special Offender Center: 99 men

Facility Description:

Twin Rivers Corrections Center is located in Monroe, Washington. There are two medium custody (Level III security) living units, one of which is the site of the Sex Offender Treatment Program; and two MI3 (Level II) units. Effective October 1, 1995, Twin Rivers incorporated the facility formerly known as the Special Offender Center which is a 108-bed institution located approximately 500 yards away. That facility, now known as the Mental Health Center provides evaluation, diagnosis and treatment for mentally ill and seriously disturbed offenders. The facility consists of three 36-cell living units, housing offenders with all custody levels.

Work Experience:

Jobs are available at Twin Rivers in institution work assignments and in two Class I (private employer) Correctional Industries. Through a contract with Edmonds Community College, ABE and GED classes are available, as are three vocational training programs: Graphic Arts and Printing, Electronic Technology (computer repair), and Office Technology.

The Mental Health Center provides limited work experience focusing primarily on mental health treatment. It does, however, have approximately 90 work assignments that include food service, janitorial, laundry, maintenance, library aides, and therapy aides.

The focus of the Mental Health Center's program is on treatment of the mentally ill offender. These programs consist of psycho-educational self-management skills. The topics include: Chemical Dependency, Human Sexuality, Living Skills, Social Skills, Anger Management, and Stress Management. Treatment services include counseling, occupational therapy, recreation, volunteer programs, and pre-release activity.

WASHINGTON CORRECTIONS CENTER

W. 2321 Dayton Airport Road
Post Office Box 900
Shelton, WA 98584
360/426-4433

Capacity: 1,145 men
Reception Center: 480
Training Center: 603
Intensive Management Unit: 62

Facility Description:

The Washington Corrections Center temporarily houses all adult male felons who are sent to prison. They are initially tested and classified at the Reception Center (with the exception of inmates who have been sentenced to death). After classification has occurred, inmates are then transferred to the Training Center or another facility. The Reception Center is a close (Level IV) security facility. The Training Center is a medium (Level III) security facility. The Intensive Management Unit is utilized for inmates who cannot be managed in the general population and is a maximum (Level V) security facility.

Work Experience:

Because of the transitional nature of Reception Center inmates, work programs are limited. Extensive educational and vocational training programs are available in the Training Center through the Garret Heyns Educational Center, and Centralia College. In addition to a high school diploma and a General Equivalency Diploma, students can earn an Associate of General Studies, Associate of Arts, or Technical Arts degree. There are also extensive work programs to assist in the operation of the facility including food service, maintenance, laundry, barber, clerical and janitorial.

WASHINGTON CORRECTIONS CENTER FOR WOMEN

9601 Bujacich Road NW
Post Office Box 17
Gig Harbor, WA 98335-0017
206/858-4200

Capacity: 494 women
Main Institution: 202 women
Minimum Facility: 292 women

Facility Description:

The Washington Corrections Center for Women is currently undergoing major renovation and expansion. The institution is divided into two

separate compounds. The main institution consists of three medium security units, a special needs unit, a segregation unit, and a close custody/reception unit. Other structures include a clinic, education building, gymnasium, industries building, food service, and support facilities.

A minimum security compound is located adjacent to the main institution. It contains three minimum security living units, an industries building, food service, and various support facilities.

Work/Programming Experience:

There are a variety of education and vocational training programs available such as ABE/GED, office occupations, drafting, life skills, and computer information management. The offenders participating in the drafting program do design work for Correctional Industries and contract work with the community. Offenders have the opportunity to be employed in non-traditional trades for women such as asbestos abatement and construction/demolition.

There are four private sector industries employing offenders in their operations of clothing manufacturing, computerized embroidery, sheet metal fabrication, and refrigeration components.

The facility also has two unique programs—the Prison Pet Partnership Program which trains dogs to assist handicapped individuals, and the “Children’s Center” a program offering offenders the opportunity to practice learned positive parenting skills with their children in a safe, structured environment.

WASHINGTON STATE PENITENTIARY

1313 N 13th Street
Post Office Box 520
Walla Walla, WA 99362-1065
509/525-3610

Capacity: 1,854 men
Maximum: 96; Close: 836;
Medium: 756; Minimum: 166

Facility Description:

The Washington State Penitentiary houses long-term older, violent, and more serious offenders in four distinct housing areas that range from Security Levels II through V. They are, respectively: Minimum Security Unit (MSU); Medium Security Complex (MSC); Close Security Housing (main institution); and Maximum Security (Intensive Management Unit - IMU).

Work Experience:

Institution support positions are available in areas including food service, janitorial, and various maintenance functions. A large vegetable garden produces thousands of pounds of fresh produce used to supplement existing food supplies. Excess perishable foods are donated to

local area food banks. Correctional Industries programs include license plate manufacture, sheet and welded metal production, wood and upholstery restoration, sign production and refurbishing, mattress production, a hog farm, and a dairy/heifer farm. EarthRay (a Class I industry) produces a variety of re-usable bags (i.e., sports, duffle, shopping, garment, etc.).

WASHINGTON STATE REFORMATORY & FARM

16700 - 177th Avenue S.E.
Post Office Box 777
Monroe, WA 98272-0777
360/794-2600

Capacity: 692 men

Facility Description:

The perimeter security of the Washington State Reformatory is preserved by a brick wall which measures 27 feet in height. The Farm is located five miles from the main institution.

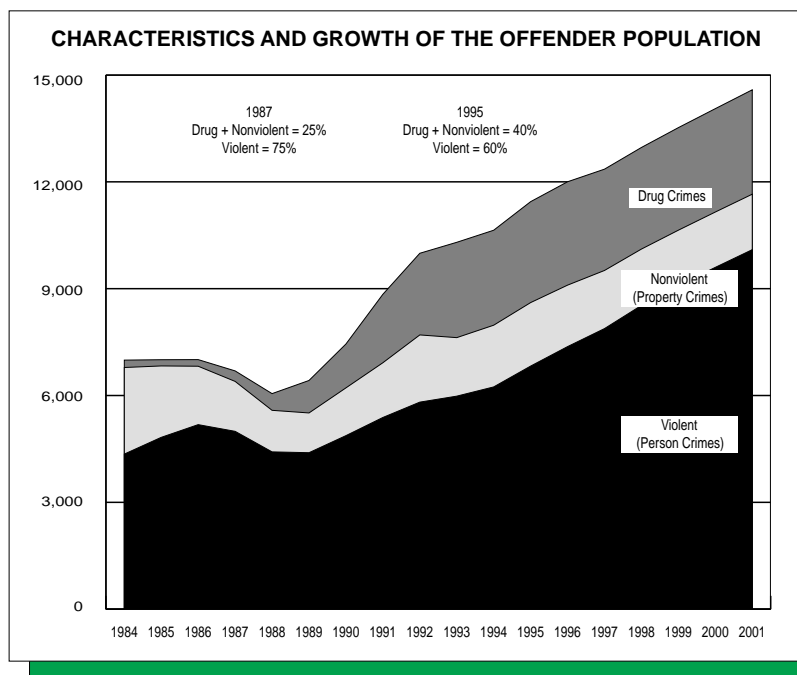
Work Experience:

Work assignments include janitorial, food service, maintenance, laundry, motor pool, graphic arts, clothing room, recreation, clerical, library, and grounds keeping. Correctional Industries operates clothing manufacturing, telemarketing, tab shop, metal fabricating, and a print shop. Educational and vocational programs are provided by Edmonds Community College.

TRENDS

WHO ARE WE INCARCERATING?

The offender population began changing rapidly in Fiscal Year 1987. At that time, drug offenders accounted for four percent of the population, property offenders 21 percent, and violent offenders 75 percent. By Fiscal Year 1993, the drug offender population reached 25 percent of the overall, property offenders decreased to 15 percent, and violent offenders decreased to 60 percent. Since Fiscal Year 1993, the offender population has remained relatively stable.

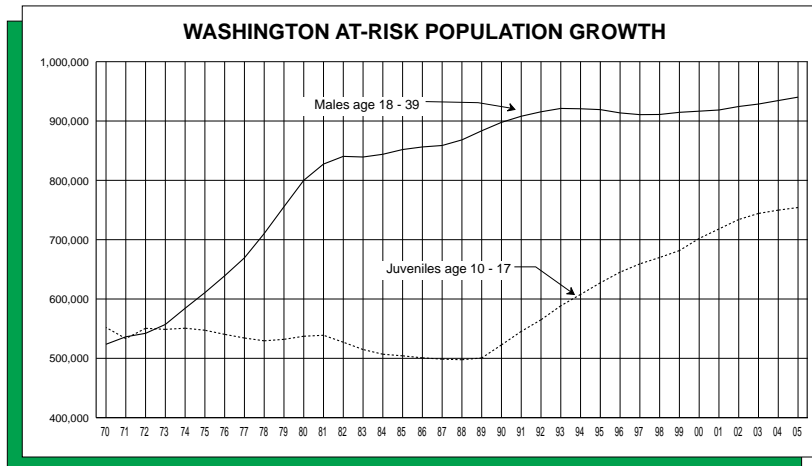


Since Fiscal Year 1984, the number of incarcerated women has increased 238 percent.

HOW IS THE POPULATION AT RISK CHANGING?

Because most crime is committed by young males, the male population between ages 18 and 39 is considered to be the “at-risk” group and is often used to analyze and predict adult crime. Youths between ages 10 and 17 represent the at-risk population for juveniles.

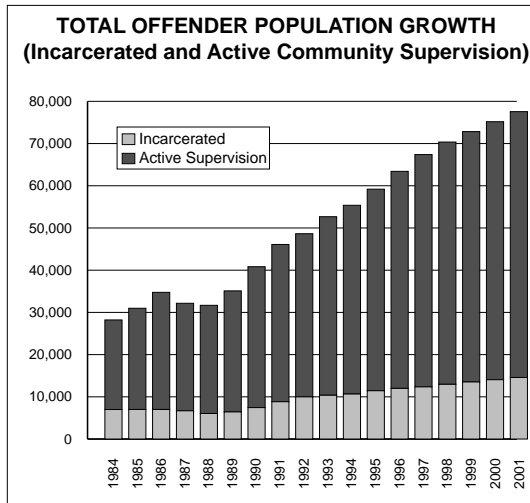
The adult at-risk population stopped growing in the 1990s and is projected to remain stable throughout the decade.



The juvenile at-risk population began increasing rapidly in Fiscal Year 1989 and continued growth is expected throughout the decade.

HOW MANY PEOPLE IN THE COMMUNITY ARE SUPERVISED BY DOC?

The total number of offenders under DOC's jurisdiction (incarcerated and active community supervision) has more than doubled since Fiscal Year



1984. At nearly 60,000 in Fiscal Year 1995, DOC's population (incarcerated and active community supervision) is expected to reach 75,000 by Fiscal Year 2000.

In Fiscal Year 1995, one out of every 100 Washington residents was under active community supervision, compared to one out of every 200 people in Fiscal Year 1985.

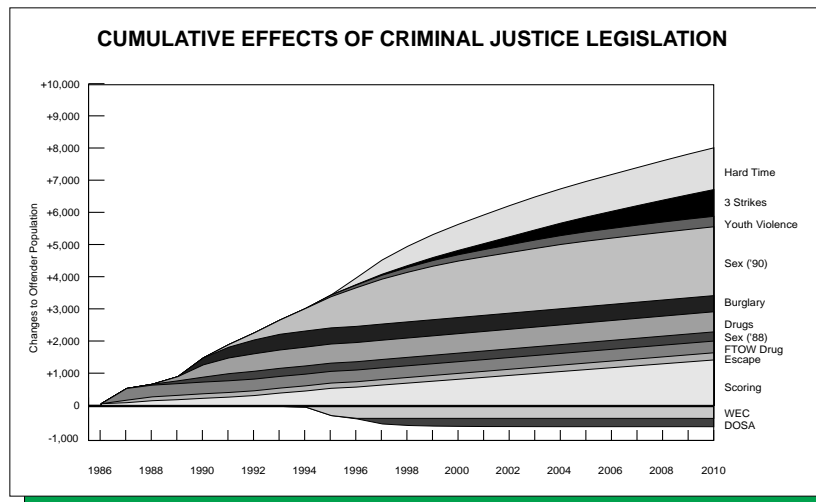
More than 450,000 community service

hours are completed each year by offenders under DOC supervision. If communities were required to pay for these services, it would cost them over \$2.2 million per year at minimum wage.

HOW HAS SENTENCING LEGISLATION AFFECTED THE PRISON POPULATION?

The Washington State population has grown at a constant rate over the past ten years. With the Sentencing Reform Act (SRA) in Fiscal Year 1984, the offender population decreased and then increased as sentence lengths increased. Starting in Fiscal Year 1988, the offender population has been growing at a faster rate than the state population as the impact of further legislative changes in sentencing is felt.

Note: The Work Ethic Camp (WEC) and the Drug Offender Sentencing Alternative, (DOSA) are sentencing options that decrease the offender prison population.



Recent sentencing legislation has resulted in a dramatic increase in the offender population. Over the next 15 years, Initiative 159, Hard Time for Armed Crime, will increase DOC's population by nearly 1,300 offenders and Initiative 593, Three Strikes You're Out, will add 830 people with mandatory life sentences.

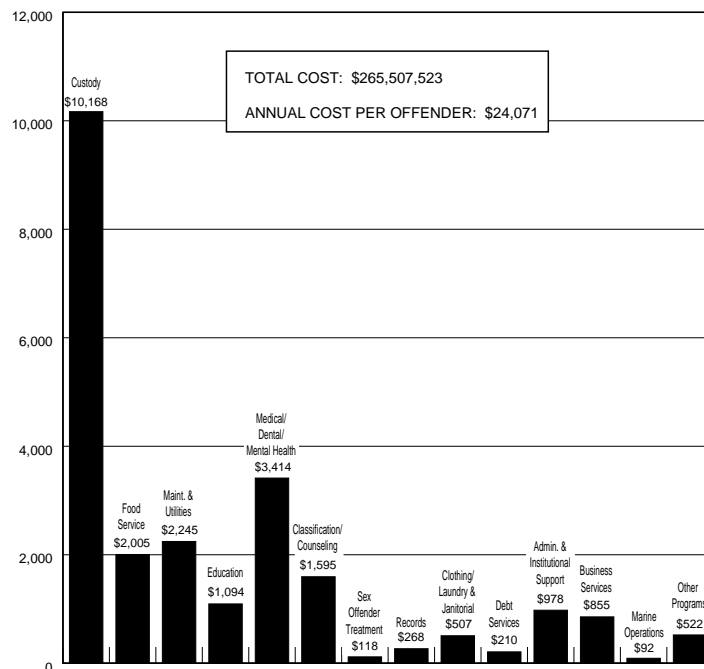
The End of Sentence Review Committee, established in response to the Community Protection Act of 1990, is responsible for ensuring that all sex offenders' files are reviewed prior to the end of their term of confinement. The committee has reviewed 4,037 cases since 1990. Since then 22 offenders have been civilly committed; 16 offenders are awaiting trial; and 808 notifications have been sent to local law enforcement agencies.

HOW MUCH DOES CORRECTIONS COST?

THE COMPONENTS OF THE COST PER OFFENDER

Offenders will cost DOC \$759 million in the 1995-97 Biennium. During the same time frame, an additional \$145 million will be spent renovating, remodeling, and building prisons and community facilities. By the 2003-05 Biennium, operating and capital costs are projected to grow by 61 percent from the current biennium to almost \$1.5 billion.

COST BY COMPONENT: PRISON, PRE-RELEASE, AND WORK RELEASE - FISCAL YEAR 1995



The residential component—prisons, pre-release and work release—accounts for 80 percent of annual operating costs; administrative costs account for 3.3 percent of total costs; and Correctional Industries and other miscellaneous expenditures account for another one to two percent.

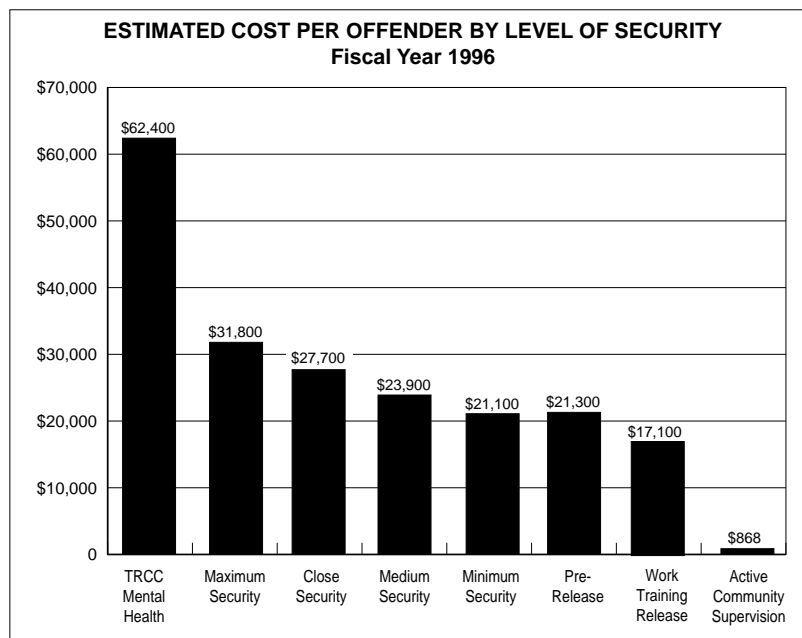
While the offender population has been growing, the annual cost per offender, after adjusting for inflation, has remained relatively stable.

THE ANNUAL COST OF INCARCERATION

DOC has spent \$587 million on new facilities over the last 12 years.

Since Fiscal Year 1984, the annual cost per offender (adjusted for inflation) reached a high of \$21,125 in Fiscal Year 1988. In Fiscal Year 1995, the adjusted cost per offender was \$18,389.

Each custody post or assignment requires 5.4 staff and costs \$195,200 in salaries and benefits per year to operate on a seven-day-a-week, 24-hour basis. This cost accounts for nearly half the total cost of incarceration. Custody personnel are responsible for the safe

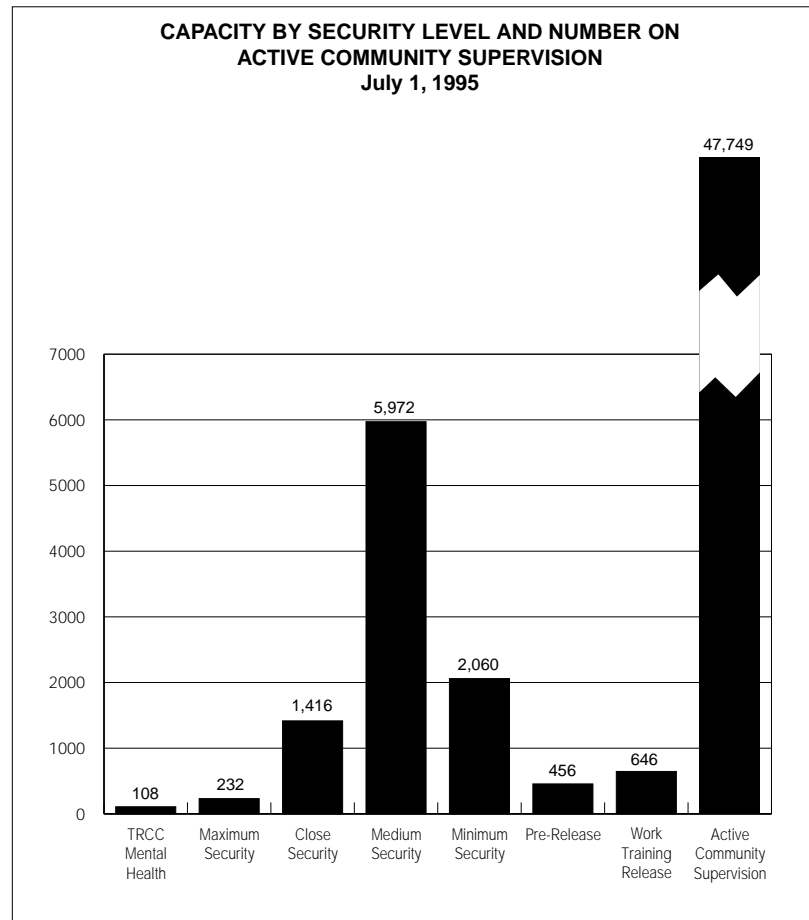


and orderly operation of institutions, including the safety of the public, visitors, staff, and offenders.

Still, there is great variability in the cost of incarceration. Offenders who require placement at higher levels of security cost more than those at lower levels of security. For instance, the Twin Rivers Corrections Center's Special Offender Cen

DOC biennial operating costs are expected to exceed \$1 billion early in the next decade.

ter provides acute care and limited long-term care for offenders with severely disabling mental disorders. Its small size and relatively large number of treatment professionals makes this institution by far the most costly of Department placements.



THE ANNUAL COST OF COMMUNITY SUPERVISION

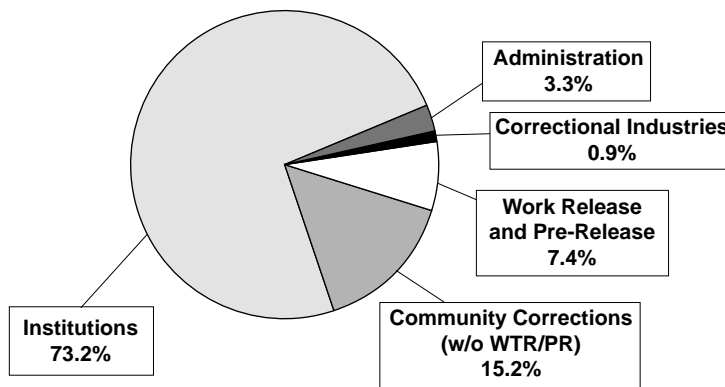
The average cost of supervising offenders in the community is determined by the individual's supervision level. If the proportion of offenders requiring more frequent supervision increases, per capita costs will rise. Conversely, if caseloads increase at the lower levels of supervision, average costs will fall.

Every two years, all DOC work-sites are visited and evaluated for workplace safety and compliance.

In the community, 47,749 offenders are on active supervision at an average cost of \$868 per year.

There are 1,153 beds available in work training release/pre-release facilities at an average cost of approximately \$18,800 per year. There are

COMPONENTS OF THE ANNUAL COST PER OFFENDER IN DOC INSTITUTIONS



10,053 prison beds available at an average cost of approximately \$24,500 per year. Combined, there are 11,206 work training release, pre-release, and prison beds available at an average cost of approximately \$24,100 per year.

The DOOP Health Services Utilization and Reimbursement Unit was developed to implement a medical cost containment program to control the rising cost of offender health care. A savings of \$106,431 was achieved in Fiscal Year 1996 through the newly-instituted billing verification audit procedure.

WHAT ELSE IS DOC DOING TO CURB COSTS?

FOOD COSTS

Although the public's food costs have increased, offender food costs have gone down by 19 percent to 87 cents per meal through efficient management of food service operations. Using offenders to perform vital support services in institutions, such as food service, saving taxpayers \$21.6 million per year and at the same time providing practical on-the-job training.

OTHER EFFICIENCIES

- Sharing transportation of offenders with other law enforcement agencies to save time and mileage.
- Using beds efficiently by automating the movement of offenders to facilities.
- Collocating new facilities, making it possible for some of the administrative costs to be shared.
- Establishing staffing models for consistency and to promote efficient and effective use of resources.
- Using recycled materials to manufacture signs for the Department of Transportation (DOT), creating savings for both DOT and DOC.
- Increasing legal financial obligation collections, which benefits victims and court systems.
- Exchanging offender beds with local and out-of-state law enforcement agencies.
- Streamlining the supervision of offenders while maintaining program integrity and public safety.
- Automating offender records and files.
- Buying federal surplus equipment.

DOC operations are supported by more than 4,000 volunteers. Continued use of volunteers is effective in cost reduction.

Workers Compensation provides DOC personnel with medical services for industrial injuries and an effective return-to-work program to assist in re-training, wages, and benefits.

- Contracting services when less expensive and not in conflict with current statutes.
- Requiring some offenders who break the conditions of supervision to attend evening treatment classes rather than be incarcerated.
- Building new facilities with larger housing units and fewer towers, requiring fewer custody staff.
- Using health care resources efficiently through implementation of cost containment strategies.
- Through highest and best use analysis, optimizing the use of existing facilities.

In 1995, the Offender Grievance Program handled a total of 40,362 transactions. Of 23,260 complaints, 13,710 became formal offender grievances; 9,910 (43 percent) resulted in positive action for the offender. This program provides speedy and effective remedies to offender concerns, thereby reducing litigation and associated expenditures.

OFFENDER PROFILE

Average Age at Admission: 34

Age of the Oldest Offender: 90

Age of the Youngest Offender: 19

Race:

White	71%
Black	22.8%
American Indian	3.1%
Asian	2.3%
Hispanic Origin	15.1%
Unknown/Other	0.8%

Gender:

Male	92.8%
Female	7.2%

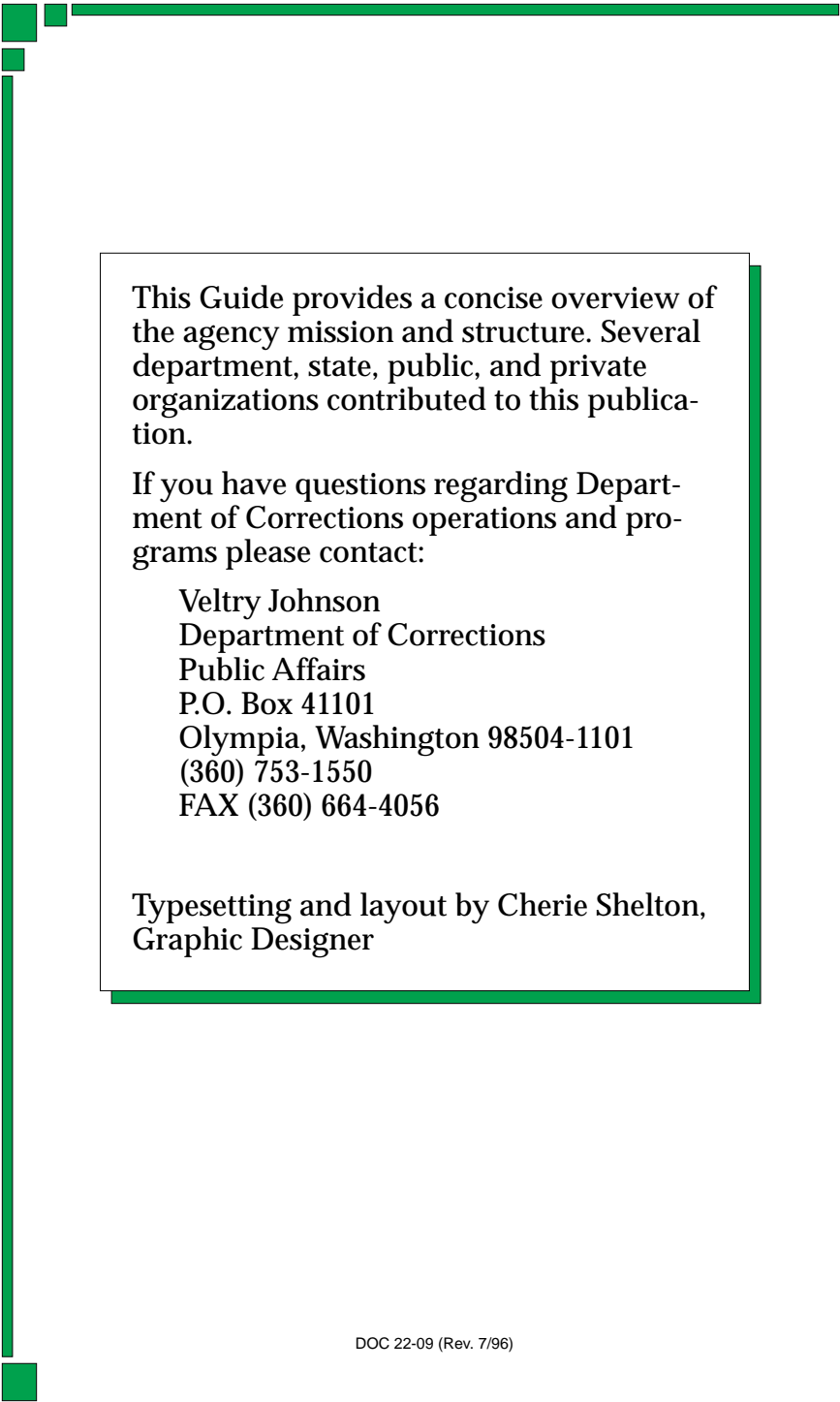
Type of Offense:

Murder 1 & 2	12.9%
Manslaughter	1.8%
Sex Crimes	24.1%
Robbery	10.2%
Assault	10.7%
Property Crimes	13.7%
Drug Crimes	25.7%
Other	0.9%

Types of Commitments:

New Admission	68.4%
Parole Violation	1.2%
Technical Parole Violation	1.2%
Readmission	26.6%
Community Corrections Inmate Return	1.1%
Other	1.0%

As of June 30, 1996.



This Guide provides a concise overview of the agency mission and structure. Several department, state, public, and private organizations contributed to this publication.

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